



# 2008 **Exit Survey Summary**

**March 25, 2009**



**State Human Resources Division,  
Department of Administration**

## **State Human Resources Summary of 2008 Exit Survey Results March 2009**




















The State Human Resources Division surveyed over 1,000 state employees who either transferred to another state agency, retired, or left employment with Montana state government in 2008. Less than 200 employees responded, for a response rate of 18.6 percent. Following are some key findings:

- Most respondents (64.2 percent) left their employment for opportunities outside Montana state government.
- The top three reasons respondents left their jobs were 1) better pay, 2) better working relationship with supervisors, and 3) better working conditions.

Read on for more survey findings.

*Alternative formats may be obtained through the State Human Resources Division, Department of Administration, 125 N. Roberts St., PO Box 200127, Helena, MT 59620-0127. Telephone 406-444-3871. Those using a TTY may call the Montana Relay Service at 711.*


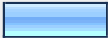
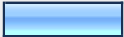
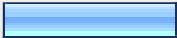

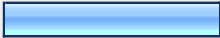
## 2008 Exit Interview Survey



1. Where did you work? (Please click on the name of the agency where you worked)			
		Response Percent	Response Count
Administration		5.1%	10
Agriculture		1.5%	3
Board of Public Education		0.0%	0
Commerce		3.0%	6
Commissioner of Higher Education		0.5%	1
Consumer Council		0.0%	0
Corrections		9.6%	19
Environmental Quality		1.5%	3
Fish, Wildlife & Parks		3.6%	7
Governor's Office		1.5%	3
Justice		10.2%	20
Labor & Industry		5.6%	11
Livestock		2.0%	4
Military Affairs		1.0%	2
Montana Arts Council		0.0%	0
Montana Historical Society		0.5%	1
Montana State Library		0.5%	1
Natural Resources & Conservation		3.6%	7
Office of Public Defender		1.0%	2
Office of Public Instruction		2.0%	4
Political Practices		0.0%	0
<b>Public Health &amp; Human Services</b>		<b>32.5%</b>	<b>64</b>
Public Service Commission		0.0%	0
Revenue		4.1%	8

School for Deaf & Blind	<div><div></div></div>	1.0%	2
Secretary of State		0.0%	0
State Auditor		0.0%	0
State Fund	<div><div></div></div>	0.5%	1
Transportation	<div><div></div></div>	9.1%	18
	answered question		197
	skipped question		2

2. Ethnicity/Race Identification Are you of Hispanic or Latino origin (A person of Cuban, Mexian, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race)?			
		Response Percent	Response Count
Yes		0.0%	0
No	<div><div></div></div>	100.0%	189
	answered question		189
	skipped question		10




3. Select one or more of the following racial categories:			
		Response Percent	Response Count
American Indian or Alaska Native (A person having origins in any of the original peoples of North and South America [including Central America], and who maintains tribal affiliation or community attachment).	<div><div></div></div>	2.6%	5
Asian (A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam).	<div><div></div></div>	0.5%	1
Black or African American (A person having origins in any of the black racial groups of Africa).	<div><div></div></div>	0.5%	1
Native Hawaiian or Other Pacific Island (A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands).		0.0%	0
White (A person having origins in any of the original peoples of Europe, the Middle East, or North Africa).	<div><div></div></div>	97.4%	189
	answered question		194
	skipped question		5



4. Age				
			Response Percent	Response Count
Less than 21			0.5%	1
21-30			11.2%	22
31-40			12.8%	25
41-50			18.9%	37
51-60			33.2%	65
Over 60			23.5%	46
		<i>answered question</i>		196
		<i>skipped question</i>		3


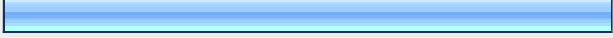
5. Gender				
			Response Percent	Response Count
Male			46.9%	92
Female			53.1%	104
		<i>answered question</i>		196
		<i>skipped question</i>		3

6. What was the band level of the job you left in 2008?			
		Response Percent	Response Count
Band 1	<div><div></div></div>	1.0%	2
Band 2	<div><div></div></div>	3.1%	6
Band 3	<div><div></div></div>	6.3%	12
Band 4	<div><div></div></div>	5.2%	10
Band 5	<div><div></div></div>	8.4%	16
Band 6	<div><div></div></div>	17.3%	33
Band 7	<div><div></div></div>	9.4%	18
Band 8	<div><div></div></div>	1.6%	3
Band 9	<div><div></div></div>	1.0%	2
Don't Know	<div><div></div></div>	46.6%	89
answered question			191
skipped question			8

7. Were you employed full-time or part-time?			
		Response Percent	Response Count
Full time	<div><div></div></div>	94.3%	182
Part time	<div><div></div></div>	5.7%	11
answered question			193
skipped question			6

8. How long have you worked for Montana state government?			
		Response Percent	Response Count
Less than 1 year		11.2%	22
1-2 years		16.8%	33
3-5 years		14.3%	28
6-10 years		11.7%	23
11-15 years		6.6%	13
16-20 years		9.2%	18
21-25 years		5.6%	11
26+ years		24.5%	48
		<b>answered question</b>	<b>196</b>
		<b>skipped question</b>	<b>3</b>

9. Did you retire from Montana state government?			
		Response Percent	Response Count
Yes		41.8%	82
No		58.2%	114
		<b>answered question</b>	<b>196</b>
		<b>skipped question</b>	<b>3</b>

10. Did you leave this position as soon as you were eligible for retirement?			
		Response Percent	Response Count
Yes		32.9%	27
No		67.1%	55
		<b>answered question</b>	<b>82</b>
		<b>skipped question</b>	<b>117</b>



11. Why did you decide to remain in your position as long as you did after becoming eligible for retirement?			
		Response Percent	Response Count
I enjoyed my work	<div><div></div></div>	41.8%	23
I wanted to train a future replacement	<div><div></div></div>	3.6%	2
I needed the benefits	<div><div></div></div>	20.0%	11
I needed the money	<div><div></div></div>	34.5%	19
I liked the culture of my work environment		0.0%	0
answered question			55
skipped question			144

12. Did you transfer to another position in Montana state government?			
		Response Percent	Response Count
Yes	<div><div></div></div>	16.7%	19
No	<div><div></div></div>	83.3%	95
answered question			114
skipped question			85

13. Did you leave your position in Montana state government for another position outside of Montana state government?			
		Response Percent	Response Count
Yes	<div><div></div></div>	64.2%	61
No	<div><div></div></div>	35.8%	34
answered question			95
skipped question			104

14. What does your new job offer that your previous job did not? (Please check all that apply)			
		Response Percent	Response Count
Better pay	<div><div></div></div>	58.4%	45
Better benefits	<div><div></div></div>	14.3%	11
More time off	<div><div></div></div>	19.5%	15
Better working conditions	<div><div></div></div>	48.1%	37
Better relationship with coworkers	<div><div></div></div>	36.4%	28
More flexibility in hours worked	<div><div></div></div>	35.1%	27
Opportunity to telework or work from home	<div><div></div></div>	16.9%	13
Better opportunity for growth	<div><div></div></div>	41.6%	32
Better working relationship with supervisor	<div><div></div></div>	50.6%	39
Easier or shorter commute	<div><div></div></div>	26.0%	20
	answered question		77
	skipped question		122

15. Please evaluate your previous job duties with Montana state government:							
	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	Rating Average	Response Count
My previous job was a good match for my skills and experience	2.6% (5)	3.6% (7)	5.2% (10)	37.3% (72)	<b>51.3% (99)</b>	4.31	193
I had clear goals and objectives for performing my job	6.2% (12)	14.0% (27)	13.0% (25)	26.9% (52)	<b>39.9% (77)</b>	3.80	193
I received the training I needed to do my job well	12.6% (24)	17.8% (34)	16.2% (31)	<b>30.9% (59)</b>	22.5% (43)	3.33	191
The work I was doing was satisfying	7.3% (14)	9.8% (19)	11.9% (23)	34.2% (66)	<b>36.8% (71)</b>	3.83	193
I had the tools I needed to do my job	9.9% (19)	9.9% (19)	15.2% (29)	31.4% (60)	<b>33.5% (64)</b>	3.69	191
My workload was manageable	11.9% (23)	8.8% (17)	15.5% (30)	30.1% (58)	<b>33.7% (65)</b>	3.65	193
The work I did was adequately varied	3.7% (7)	11.1% (21)	12.1% (23)	<b>36.8% (70)</b>	36.3% (69)	3.91	190
The workload in my unit was distributed fairly	18.1% (35)	19.2% (37)	15.5% (30)	<b>27.5% (53)</b>	19.7% (38)	3.11	193
last position met my expectations	17.8% (34)	9.4% (18)	18.8% (36)	26.7% (51)	<b>27.2% (52)</b>	3.36	191
	<b>answered question</b>						<b>194</b>
	<b>skipped question</b>						<b>5</b>

16. Please evaluate the work environment of your previous job with Montana state government						
	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	Response Count
Overall, the morale was good	<b>32.3% (62)</b>	20.3% (39)	13.0% (25)	22.9% (44)	11.5% (22)	192
I had opportunities for career advancement	<b>30.2% (58)</b>	21.4% (41)	19.3% (37)	19.3% (37)	9.9% (19)	192
Someone at work encouraged my development	21.9% (42)	15.6% (30)	18.2% (35)	<b>25.5% (49)</b>	18.8% (36)	192
My fellow employees were committed to doing quality work	10.4% (20)	17.7% (34)	17.2% (33)	<b>30.7% (59)</b>	24.0% (46)	192
I had the flexibility needed to balance the demands of my work and personal life	11.5% (22)	12.0% (23)	13.5% (26)	26.6% (51)	<b>36.5% (70)</b>	192
My work was not unreasonably stressful	21.9% (42)	25.0% (48)	10.9% (21)	<b>26.6% (51)</b>	15.6% (30)	192
My input and opinions about the work were valued	<b>27.4% (52)</b>	15.8% (30)	12.1% (23)	25.3% (48)	19.5% (37)	190
I worked in an ethical environment	19.0% (36)	12.2% (23)	16.9% (32)	21.2% (40)	<b>30.7% (58)</b>	189
I felt secure in my job	12.5% (24)	7.8% (15)	12.0% (23)	29.7% (57)	<b>38.0% (73)</b>	192
	<b>answered question</b>					<b>192</b>
	<b>skipped question</b>					<b>7</b>

17. Please evaluate your supervisor from your previous job with Montana state government						
	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	Response Count
My former supervisor did a good job of managing people	<b>30.5% (58)</b>	18.9% (36)	8.4% (16)	23.7% (45)	18.4% (35)	190
My former supervisor adequately recognized my contributions	24.6% (47)	11.5% (22)	7.3% (14)	27.2% (52)	<b>29.3% (56)</b>	191
I received effective performance evaluation reports from my supervisor on a regular basis	<b>33.5% (64)</b>	9.9% (19)	15.7% (30)	20.9% (40)	19.9% (38)	191
There was open communication between me and my supervisor	21.4% (41)	11.5% (22)	8.3% (16)	25.5% (49)	<b>33.3% (64)</b>	192
My supervisor tried to keep the work atmosphere positive	<b>26.7% (51)</b>	12.0% (23)	13.1% (25)	21.5% (41)	<b>26.7% (51)</b>	191
I received feedback regarding my work at least once a week	<b>42.9% (82)</b>	18.3% (35)	15.2% (29)	13.1% (25)	10.5% (20)	191
My supervisor treated me with respect	23.2% (44)	11.6% (22)	9.5% (18)	18.4% (35)	<b>37.4% (71)</b>	190
My work unit was managed efficiently	<b>31.3% (60)</b>	15.6% (30)	12.0% (23)	22.4% (43)	18.8% (36)	192
	<b>answered question</b>					<b>192</b>
	<b>skipped question</b>					<b>7</b>

18. We would like to know the reason or reasons that most influenced you to leave your position. Please choose up to five of the most important factors, in their order of importance.						
	Most Important	Second Most Important	Third Most Important	Fourth Most Important	Fifth Most Important	Response Count
Better job opportunity and/or career advancement	27.1% (19)	21.4% (15)	17.1% (12)	12.9% (9)	21.4% (15)	70
Different type of work	9.5% (6)	19.0% (12)	36.5% (23)	23.8% (15)	11.1% (7)	63
Rate of pay	22.7% (17)	32.0% (24)	18.7% (14)	16.0% (12)	10.7% (8)	75
Conflict with other employees	13.0% (6)	30.4% (14)	34.8% (16)	13.0% (6)	8.7% (4)	46
Return to school	12.5% (1)	25.0% (2)	12.5% (1)	0.0% (0)	50.0% (4)	8
Commuting distance	14.7% (5)	17.6% (6)	32.4% (11)	20.6% (7)	14.7% (5)	34
Relocated out of the area	43.5% (10)	21.7% (5)	21.7% (5)	8.7% (2)	4.3% (1)	23
Conflict with supervisor	53.2% (33)	21.0% (13)	11.3% (7)	11.3% (7)	3.2% (2)	62
Family circumstances	15.4% (6)	38.5% (15)	20.5% (8)	15.4% (6)	10.3% (4)	39
Work conditions	28.1% (27)	30.2% (29)	19.8% (19)	13.5% (13)	8.3% (8)	96
Retirement	66.7% (42)	14.3% (9)	4.8% (3)	7.9% (5)	6.3% (4)	63
Other (please specify)						45
	answered question					176
	skipped question					23

19. What did you like most about your previous job?		
		Response Count
		162
	answered question	162
	skipped question	37

20. Do you have any suggestions for improving your replacement's tenure with your previous Montana state government employer?			
		Response Percent	Response Count
Yes	<div><div></div></div>	47.7%	93
No	<div><div></div></div>	52.3%	102
		<i>answered question</i>	195
		<i>skipped question</i>	4

21. What is your suggestion?		
		Response Count
		93
		<i>answered question</i>
		<i>skipped question</i>
		106

22. Did you suggest this to your past employing agency while employed with them?			
		Response Percent	Response Count
Yes	<div><div></div></div>	75.0%	69
No	<div><div></div></div>	25.0%	23
		<i>answered question</i>	92
		<i>skipped question</i>	107

23. How do you feel about the salary and benefits in your previous position?						
	Excellent	Good	Fair	Poor	Rating Average	Response Count
Base Salary	12.0% (23)	37.0% (71)	28.1% (54)	22.9% (44)	2.38	192
Medical Plan	28.0% (53)	45.5% (86)	20.1% (38)	6.3% (12)	2.95	189
Dental Plan	25.5% (48)	47.9% (90)	19.1% (36)	7.4% (14)	2.91	188
Vision Plan	13.3% (24)	37.0% (67)	29.3% (53)	20.4% (37)	2.43	181
Life Insurance	21.2% (39)	51.6% (95)	25.0% (46)	2.2% (4)	2.92	184
Paid time off	46.2% (86)	44.1% (82)	8.1% (15)	1.6% (3)	3.35	186
Longevity pay	21.9% (39)	43.8% (78)	19.1% (34)	15.2% (27)	2.72	178
	answered question					192
	skipped question					7

24. How would you rate the following in relation to your previous job?						
	Excellent	Good	Fair	Poor	Rating Average	Response Count
Cooperation within the division	14.3% (27)	34.9% (66)	25.4% (48)	25.4% (48)	2.38	189
Cooperation with other departments	12.4% (23)	40.3% (75)	30.6% (57)	16.7% (31)	2.48	186
Communication within the division	10.6% (20)	27.0% (51)	29.6% (56)	32.8% (62)	2.15	189
Communication within the department	6.9% (13)	34.4% (65)	29.1% (55)	29.6% (56)	2.19	189
Communication between you and your supervisor	23.7% (45)	27.4% (52)	19.5% (37)	29.5% (56)	2.45	190
	answered question					190
	skipped question					9



25. Would you recommend a position with your last agency to a friend or family?			
		Response Percent	Response Count
Yes, without reservation	<div></div>	26.6%	51
Yes, with reservation	<div></div>	34.9%	67
No	<div></div>	38.5%	74
Comments?			71
	answered question		192
	skipped question		7

26. Is there anything else you would like to share with us?		
		Response Count
		88
	answered question	88
	skipped question	111